

Transforming driver licensing services for the Driver & Vehicle Agency

New Driver Licensing Online System improves user experience and reduces driver licensing processing

The Driver & Vehicle Agency (DVA), an Executive Agency of Department for Infrastructure in N.Ireland, is responsible for the administration and enforcement of driver licensing across the region. As of March 2017 there were over one million ordinary Driving Licences in use within N.Ireland.

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A key element of DVA's role is to manage the regular maintenance of driving licences, such as renewals and changes. During 2016/2017, DVA's Driver Licensing team handled **over 260,000 ordinary driving licence transactions**, supported by its dedicated Driver Licensing System (DLS). The largest volume of these related to Expiry and Optional renewals - accounting for some **46% of ordinary driver licensing transactions**.

Benefits

- Improved the driving licence renewal experience for thousands of Northern Ireland drivers
- Reduced the time for DVA to process driving licence renewals by over 45%
- Improved the accuracy and completeness of driver licensing information
- Developed an innovative approach to service delivery that enabled DVA to achieve their transformation vision

Customer Challenges

While DVA's DLS solution, previously developed by Civica as part of the NI Direct programme, provided an ability to manage and create licences, it didn't provide customers with online access to licensing services. Customers were still required to apply or update licences using paper forms, and application enquires were received via telephone.

Outcomes

85% reduction in fast track driving licence renewal time

98% satisfaction rating from customers

14 weeks delivery time of online solution within budget

"Civica's technical teams engaged closely with our business teams and helped us better understand what could be realistically achieved within our available budget."

Pat Delaney, Director of Operations,
Driver & Vehicle Agency



For DVA this meant that the Driver Licensing team had to manually handle all licensing applications and also take time away from processing licensing applications to respond to customer enquiries.

As part of its ongoing business transformation agenda, DVA decided to enhance its DLS solution, reduce the manual handling demands on the Driver Licensing service teams, and improve the user experience for customers.

DVA chose Civica, via the NI Direct strategic partner BT, to work collaboratively with the Driver Licensing teams to realise their customer focus and service improvement vision.

"DVA needed an Application and Data Integration partner with both the breadth of technical expertise and detailed knowledge of our business processes to help us achieve our transformation goals" explains Pat Delaney, Director of Operations, Driver & Vehicle Agency

Agile Discovery

Civica's Agile Discovery team worked collaboratively with DVA stakeholders through a series of focused workshops, interviews and a detailed analysis of the existing service delivery model over a period of four weeks to agree the business requirements.

"The Driver Licensing Online System has reduced the average processing time for eligible driving licence renewals by 65%."

**Pat Delaney, Director of Operations,
Driver & Vehicle Agency**

The Agile Discovery helped key teams and senior managers in DVA to describe and prioritise their business needs in a technology agnostic manner. Working with key stakeholders allowed the team to scope and agree innovations in the approach to service delivery that would enable DVA to achieve their transformation vision. This resulted in a prioritised backlog of requirements expressed as user stories.

Digitalising Driving Licensing Services

Following the successful Agile Discovery phase, DVA engaged Civica to implement a Driver Licensing Online System. Civica rapidly deployed a solution delivery team to implement the required solution. The delivery team adopted Civica's Hybrid Agile model - an approach to solution delivery which allows the combination of Agile techniques, and a lightweight change management model, to enable Agile delivery to work effectively within a "fixed price commercial model".

By adopting this model DVA was able to iteratively refine and reprioritise business requirements as the project progressed. This also ensured the project was delivered on budget.

The Agile delivery phase for the Driver Licensing Online System was completed in just 14 weeks and delivered:

Online Electronic Applications - Civica designed and delivered a customer facing web portal which enabled drivers to fill in online electronic forms, which checked that their licensing applications were as complete and accurate as possible before submission. Pat explains: "With the Northern Ireland Executive's Digital First focus we were keen to reduce our reliance on paper forms."

"The Driver Licensing Online System has improved the customer experience with customers indicating a 98% satisfaction rating."

**Pat Delaney, Director of Operations,
Driver & Vehicle Agency**

Automated Application Receipts - Civica developed a feature which provides drivers with immediate electronic confirmation that their application has been received by DVA.

Electronic Payment Processing - Civica built in an online payment processing solution which allowed drivers to make online payments, using their debit or credit cards, on submission of their licensing application. "Taking payments in advance makes the licence renewal process easier for both drivers and DVA" says Pat.

Fast Track Processing - Civica implemented an upgrade to the existing DLS solution to enable fast track processing of the less complex licensing scenarios, while still providing DVA's licensing team with oversight and governance of all licences issued.

Overall, DVA have benefited from an enhanced customer focused solution that strengthens their recently deployed DLS solution, a reduction in the manual handling demands on the Driver Licensing service teams, and a significant improvement in the user experience for N.Ireland drivers.